

APPENDIX I

Staff Functions**I-1. General.**

This appendix describes some of the major functions and duties of staff personnel that are inherent in counter guerrilla operations.

I-2. Executive officer (XO).

- a. The duties and responsibilities of the XO are tailored to the desires and wishes of the commander.
- b. These duties and responsibilities encompass four major tasks:
 - (1) Coordinate all staff functions.
 - (2) Assume command in the absence of the commander.
 - (3) Prepare for future operations.
 - (4) Ensure that liaison and coordination are conducted with higher headquarters by the appropriate staff sections, as needed.

I-3. Adjutant (S1).

- a. The S1 is responsible for preparing the personnel estimate and providing input on the effects of personnel status on operations.
- b. In addition to this vital function, there are several other tasks that the S1 must accomplish:
 - (1) Maintain unit strength reports.
 - (2) Process wounded in action.
 - (3) Process killed in action.
 - (4) Process prisoners of war (PW).
 - (5) Maintain unit morale.
 - (6) Maintain discipline, law, and order.

I-4. Intelligence officer (S2).

- a. In counter guerrilla operations, the S2 is the driving force for all operations. Without timely, accurate intelligence and current estimates of enemy courses of action and locations, the S3 cannot plan for tactical operations with any degree of success.

- b. To fulfill this vital role, the S2 must:
 - (1) Maintain current intelligence information.
 - (2) Develop and interpret intelligence information.
 - (3) Gather intelligence information.
 - (4) Determine likely and suspected enemy targets.
 - (5) Prepare for future operations.
- c. Some of the items the S2 accomplishes, to complete his tasks, include:
 - (1) Updating situation map based upon current intelligence reports.
 - (2) Collecting, interpreting, and disseminating information concerning the effects of weather, terrain, and the guerrilla force on the battalion mission.
 - (3) Supervising the intelligence activities of attached and supporting elements.
 - (4) Monitoring command and intelligence communications nets at all times.
 - (5) Requesting intelligence reports from various sources (higher units, attachments) and logging reports in the S2 journal.
 - (6) Ensuring that the S2 section receives situation reports from the S3 section, tactical fire direction system (TACFIRE), and attachments according to the internal tactical operations center communications SOP.
 - (7) Evaluating and interpreting intelligence information and determining enemy probable course(s) of action.
 - (8) Disseminating intelligence information to his commander, staff, higher headquarters, units or attachments, and adjacent units according to SOP.
 - (9) Supervising and controlling reconnaissance and surveillance plans (in coordination with the battalion S3).
 - (10) Briefing and debriefing patrols operating in accordance with reconnaissance and surveillance plans.
 - (11) Determining reconnaissance patrol plans, reports, and the use of scouts (recommends use of same to S3).
 - (12) Supervising the interrogation of PWs, to include civilians who may have information of immediate tactical value.
 - (13) Examining captured enemy documents and expediting evacuation of PWs and captured materiel to higher headquarters after coordinating with the S4. Unless the S2 is

language-qualified, or has an interpreter attached and available, documents and materials should be forwarded immediately to higher headquarters where qualified personnel can conduct interrogations and/or examinations.

- (14) Planning, supervising, and coordinating with the S3 to ensure all reconnaissance, surveillance, target acquisition (RSTA) devices maintain as complete coverage of the area of operation as possible.
- (15) Coordinating with the S3 to ensure the reconnaissance and surveillance plan and the limited visibility plan are adjusted as needed by the tactical situation.
- (16) Supervising and controlling the operation of the scout platoon in the execution of intelligence missions.
- (17) Originating requests and screening requests from staff elements and subordinate units for air reconnaissance.
- (18) Analyzing air photos and imagery-analysis reports received from brigade.
- (19) Supervising the destruction of classified materials in accordance with the unit's classified document destruction plan.

I-5. Operations and training officer (S3).

- a. The S3 prepares the operations estimate and recommends to the commander actions to be taken. The estimates, predictions, and information supplied by the S2 drive the tactical plan.
- b. The S3 and the S2 work in close coordination if they are to successfully support the mission. More specifically, the S3 accomplishes the following major tasks:
 - (1) Receives and sends initial unit or attachment dispositions.
 - (2) Monitors the tactical situation.
 - (3) Analyzes, interprets, and recommends courses of action.
 - (4) Interacts and coordinates with other staffs.
 - (5) Maintains communications.
 - (6) Prepares for future operations.
 - (7) Supervises training.

I-6. Logistics officer (S4).

- a. The S4 is responsible for advising the commander on all logistical matters. He determines supply and other service support requirements. The S4 prepares the logistical estimate and logistical administrative plans.

- b. The S4 accomplishes the following tasks:
 - (1) Maintains equipment readiness reports.
 - (2) Monitors support of units or attachments.
 - (3) Monitors the tactical situation.
 - (4) Supervises use of transportation assets.
 - (5) Prepares for future operations.
- c. Supply operations in support of counter guerrilla forces involve much use of pre-positioned caches and the urgency to resupply units in action.

I-7. Civil-military operations officer (S5).

- a. The role of the S5 is a major one in the inevitable interaction between counter guerrilla forces and the civilian population. The S5 prepares civil affairs estimates and portions of the operation orders. All operations have civil affairs value, and the S5 ensures that this value supports the overall COIN goals.
- b. To do this, the S5:
 - (1) Advises, assists, and makes recommendations that relate to civil affairs.
 - (2) Makes recommendations to ensure operations are consistent with overall COIN goals.
 - (3) Coordinates and implements the civil affairs tasks of the unit.

I-8. Fire support officer (FSO).

- a. The FSO is responsible for the planning, coordination, and request of fire support for the battalion. He ensures that fire support is in consonance with any firepower restrictions and adheres to the principle of "minimum essential force."
- b. To accomplish this, the FSO:
 - (1) Establishes and maintains communication.
 - (2) Manages fire support coordination reports and information.
 - (3) Plans and coordinates employment of battalion fire support assets.
 - (4) Coordinates all fire support on surface targets.
 - (5) Processes planned fire support requests.
 - (6) Monitors immediate fire support requests.
 - (7) Performs target analysis.